

GENERAL ORDERS

No. 15

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, DC, 16 December 1980**ASSIGNMENT OF DUTIES AND RESPONSIBILITIES  
WITHIN THE OFFICE, SECRETARY OF THE ARMY**

**1. Authority and purpose.** The Secretary of the Army, pursuant to section 3012(b), title 10, United States Code, as amended, is responsible for and has authority to conduct all affairs of the Department of the Army. These General Orders assign to the Under Secretary of the Army, Assistant Secretaries of the Army, General Counsel, The Administrative Assistant, Deputy Under Secretary of the Army (Operations Research), Chief of Legislative Liaison, Chief of Public Affairs, and Director, Office of Small and Disadvantaged Business Utilization, duties and responsibilities pursuant to the authority contained in sections 3012(c), (d), (e), (f), and (g), and 3016(a), title 10, and section 644(k), title 15, United States Code.

**2. Authority of the Under Secretary, Assistant Secretaries of the Army, General Counsel, The Administrative Assistant, Deputy Under Secretary of the Army (Operations Research), Chief of Legislative Liaison, Chief of Public Affairs, and Director, Office of Small and Disadvantaged Business Utilization.** Subject to the direction and control of the Secretary of the Army, the Under Secretary of the Army, Assistant Secretaries of the Army, General Counsel, The Administrative Assistant, Deputy Under Secretary of the Army (Operations Research), Chief of Legislative Liaison, Chief of Public Affairs, and Director, Office of Small and Disadvantaged Business Utilization are hereby authorized and directed to act for the Secretary of the Army within their respective fields of responsibility as set forth herein, and as further directed by the Secretary. This authority extends not only to actions within the Department of the Army, but also to relationships and transactions with the Congress and other governmental and nongovernmental organizations and individuals. These officials are responsible for the exercise of direction and supervision over matters pertaining to the formulation, execution, and review of policies, plans and programs within their respective functional areas, including the establishment of objectives and appraisal of performance. Officers of the Army shall report to the above-named officials regarding matters within their respective fields of responsibility as herein assigned.

**3. Under Secretary of the Army.** The Under Secretary of the Army is the principal civilian assistant and, as deputy to the Secretary of the Army, acts with the full authority of the Secretary in the general management of the department. The Under Secretary is the Army focal point for NATO interests and activities. In addition, the Under Secretary is assigned, but not limited to, responsibility for long-range planning and materiel requirements determination and documentation, military support to local, State, and Federal agencies for civil disturbances, emergency planning, mobilization, international affairs, intelligence and counterintelligence, natural disaster relief, military history, and for the Civilian Marksmanship Program. The Under Secretary is assisted by the Deputy Under Secretary (Operations Research), who is responsible for:

- a. The Army Study Program.
- b. Policy formulation and program direction of operations research/systems analysis activities related to:
  - (1) Net threat and technical assessments.

- (2) Army plans, programs, and budgets.
- (3) Force structure requirements and readiness.
- (4) Materiel items in all life cycle phases.
- (5) Logistics.
- (6) Tests and evaluations, and field experimentation of materiel items, units and forces.
- c. Supporting the systems acquisition review committees (ASARC/DSARC), and serving as a member of the ASARC.
- d. Guiding the Army Officer Operations Research Education Program.
- e. Staffing of Mission Element Need Statements (MENS) in the Army Secretariat.

**4. Assistant Secretaries of the Army.** The Assistant Secretaries are responsible for Army-wide policy development, promulgation and oversight for their assigned functional areas. These responsibilities include:

- a. Planning, programming, budgeting, execution, review, analysis and evaluations.
- b. Initiating programs, actions, and tasking to insure adherence to DA and Department of Defense (DOD) policies and national security objectives; and, to insure that programs are designed to accommodate operational requirements and promote the readiness and efficiency of the forces.
- c. Developing mobilization policies and plans for their offices and assigned functional areas.
- d. Recommending Army positions on Legislative and Executive Branch initiatives.
- e. Overseeing officer and civilian specialty/career programs and development for assigned functional areas.
- f. Reviewing and evaluating internal and external audit reports within area of responsibility and directing appropriate action.
- g. Promoting coordination, cooperation, and mutual understanding within the DA and between DA, DOD, and other Federal agencies and the civilian community.
- h. Serving on boards, committees, and other groups pertaining to assigned functional areas, and representing the Secretary of the Army on matters outside DA.
- i. Performing such other duties as the Secretary of the Army may prescribe.

**5. Assistant Secretary of the Army (Civil Works).** The Assistant Secretary of the Army (Civil Works) is responsible for—

- a. The Corps of Engineers Civil Works Program for water resources development consisting principally of:
  - (1) Navigation.
  - (2) Flood Control.
  - (3) Hydroelectric power generation.
  - (4) Outdoor recreation.
  - (5) Fish and wildlife conservation and enhancement.
  - (6) Municipal and industrial water supply.
  - (7) Shore and hurricane protection and beach erosion control.
  - (8) Regulatory activities.
  - (9) Emergencies and natural disasters.
- b. Oversight of the Panama Canal Commission and execution of the Panama Canal Treaty, to include provisions pertaining to sea level canal affairs.
- c. Civil functions for Arlington and Soldiers Home National Cemeteries.

d. Overseas construction in support of military assistance and/or nation-building program.

**6. Assistant Secretary of the Army (Installations, Logistics, and Financial Management).** The Assistant Secretary of the Army (Installations, Logistics, and Financial Management) is responsible for—

a. Logistics management, to include:

- (1) Supply, maintenance, and transportation.
- (2) Integrated logistics support.
- (3) Logistics management systems.
- (4) Troop support services.
- (5) Physical security of installations and materiel.
- (6) Army Energy Program.
- (7) Logistics readiness.
- (8) Army Stock Fund and Army Industrial Fund.
- (9) Chemical and nuclear surety.
- (10) Telecommunications.
- (11) Logistical support and interface for NATO standardization and interoperability.

(12) Review and evaluate interface of proposed weapon systems and product improvement programs with logistic support functions.

b. Installations and housing management, to include:

- (1) Installation requirements, stationing, development, planning, utilization, and realignments.
- (2) Facilities engineering and maintenance.
- (3) Construction requirements, stationing, development, and standards.
- (4) Family Housing and Homeowners Assistance Program.
- (5) Real property acquisition, management, and disposal.
- (6) Military construction and facility maintenance budget and funding programs.
- (7) Commercial-Industrial Type Activities Program.
- (8) Integrated facilities system.
- (9) Installation restoration.
- (10) Architect-engineer selection approval.
- (11) Overseas military construction accomplished in support of US Forces and involving MILCON appropriations.

c. Management Systems, to include:

- (1) General management and organizational development.
- (2) Finance and accounting, including reporting, pricing, disbursement, collections, pay and contract finance.
- (3) Automation and related communication.
- (4) Information and control systems.
- (5) Audit and internal review.
- (6) Audit compliance and follow-up.
- (7) Funds management systems.
- (8) Productivity review and enhancement.
- (9) O&M funded contract studies.
- (10) Military banking and credit unions.

d. Resource Analysis, to include:

- (1) Program analysis and evaluation.
- (2) Budget formulation and execution.
- (3) Cost and economic analyses.

- (4) Membership on the Army Systems Acquisition Review Council.
- e. Environment, safety, and occupational health (except for the Army Industrial Safety Program for ammunition which is a function of the ASA(RDA)).
- f. Special organizational relationships:
  - (1) Direction and supervision over the Comptroller of the Army in all financial matters.
  - (2) Technical supervision and policy guidance over the Auditor General of the Army in all audit matters.
  - (3) Supervision and guidance over operations of the Military Traffic Management Command.

**7. Assistant Secretary of the Army (Manpower and Reserve Affairs).** The Assistant Secretary of the Army (Manpower and Reserve Affairs) is responsible for—

- a. Force structure requirements and management.
- b. Force operational readiness.
- c. Army National Guard and Army Reserve affairs.
- d. Mobilization manpower and coordination of mobilization plans and exercises.
- e. Manpower and personnel management, military and civilian.
- f. Quality of life and human resources management.
- g. Personnel procurement.
- h. Military health care.
- i. Equal opportunity, race relations, and complaints and appeal policies.
- j. Civil Rights review and liaison with Civil Rights groups, OSD, the Congress and the White House.
- k. Liaison with historically Black Colleges.
- l. Equal employment opportunity and minority and female recruitment.
- m. Morale, welfare, recreation, community support, and disciplinary matters (including custody of military prisoners).
- n. Drug and Alcohol Abuse Prevention and Control Program.
- o. Child and Spouse Abuse Control and Treatment.
- p. Education and training.
- q. Personnel Research and Studies.
- r. Armed Forces Exchange and Commissary Issues (human resources support aspect).
- s. Chaplaincy Programs.
- t. Military compensation matters.
- u. Programs involving foreign nationals, including decorations, awards, and hospitalization in US Army facilities.
- v. Personnel security, including safeguarding classified material.
- w. DA Military Review Boards Agency, consisting of the Army Board for Correction of Military Records, the Army Council of Review Boards, and the Army Clemency and Parole Board.
- x. Sensitive investigatory matters in conjunction with the General Counsel.
- y. Military justice matters.
- z. Administrative and logistical support of Non-Appropriated Fund Personnel Policy Office.
- aa. Civilian executive resources management.
- bb. Serving as a member of the Army Systems Acquisition Review Council.

**8. Assistant Secretary of the Army (Research, Development, and Acquisition).** The Assistant Secretary of the Army (Research, Development, and Acquisition).

tion) is the Scientific Advisor to the Secretary of the Army and is responsible for—

- a. Research, development, test, and evaluation (RDTE), to include:
  - (1) Scientific and technical information.
  - (2) Basic and applied research.
  - (3) Weapons, weapons systems and Army materiel.
  - (4) Design engineering, and life cycle considerations.
  - (5) Acquisition, utilization, and management of research and development facilities and equipment.
  - (6) RDTE acquisition and the application of acquisition policy thereto.
  - (7) Integration of technology with military requirements.
  - (8) Development test and evaluation.
  - (9) Operational test and evaluation.
  - (10) Mapping and geodetic programs.
  - (11) Medical, engineering, and personnel research programs.
- b. Materiel acquisition management, to include:
  - (1) Approval of quantitative requirements, contracts, production, and acquisition plans and programs.
  - (2) Product improvement, quality assurance, maintainability, and reliability programs.
  - (3) Production base sizing and quantitative requirements.
  - (4) Production Base Support and Industrial Mobilization programs.
  - (5) US Army Contract Adjustment Board.
  - (6) Industrial labor relations.
  - (7) Plant cognizance programs.
  - (8) Commercial commodity acquisition program.
  - (9) Acquisition, utilization, and management of production.
  - (10) Army Industrial Safety Program for ammunition.
- c. Acquisition policies and procedures, to include;
  - (1) Development, publication, and monitorship of acquisition policies, processes, and activities (e.g., Army Acquisition Procedures (AAP) and DA Cir.) Actions impacting on socio-economic programs shall be coordinated with the Director, SADB. U.
  - (2) Army policy representative on the Defense Acquisition Regulatory Council.
  - (3) Delegation of contracting authority.
  - (4) Product improvement, quality assurance, maintainability, and reliability programs.
  - (5) Establishment of policies with respect to acquisition and utilization of intellectual property, including approval of exclusive licenses for such property.
- d. Assistance to the Under Secretary of the Army in development of DA policy regarding NATO standardization and interoperability of weapon systems and equipment, including information interchange with friendly and allied nations, in coordination with the Under Secretary of the Army.
- e. Implementation of approved worldwide security assistance policies.
- f. Source selection authority.
- g. Membership on Army Systems Acquisition Review Council.
- h. Value Engineering Program.
- i. Army Science Board, to include functions of Executive Director.
- j. Disposal of other than real property.
- k. In conjunction with the Under Secretary of the Army, develops Mission Element Need Statement (MENS) and transmits to OSD.

*l.* Make/approve statutory and regulatory findings, determinations, and exceptions as pertains to RDTE and acquisition authority.

*m.* Program/Project Manager selection process.

**9. General Counsel.** The General Counsel, a civilian attorney appointed by and directly responsible to the Secretary of the Army, is the chief legal officer of the Army and is responsible for—

*a.* Serving as counsel to the Secretary of the Army, the Under Secretary of the Army, the Assistant Secretaries of the Army, the Administrative Assistant, and other officials of the Office of the Secretary of the Army; coordinating legal advice to all other members of Headquarters, Department of the Army, regarding matters of interest to the Office of the Secretary of the Army.

*b.* Administering the policies of the Secretary of the Army concerning the legal services of the Army; exercising technical supervision over and providing professional guidance to attorneys and legal offices of the Army; supervising the civilian attorney career program.

*c.* Serving as point of contact for legal matters between the Department of the Army and the Office of the General Counsel, Department of Defense.

*d.* Coordinating and providing professional guidance and general oversight with respect to representation of the Department of the Army and protection of its interests in litigation and in all other legal proceedings affecting such interests.

*e.* Providing final Army legal clearance on all legislative proposals and comments thereon of interest to the Department of the Army.

*f.* Overseeing compliance with the Freedom of Information Act, including acting for the Secretary of the Army on appeals from denials of information, and the Privacy Act within the Army; insuring the proper resolution of other issues related to access to information in Army records.

*g.* Assisting in the formulation, implementation, and enforcement of the policies of the Secretary of the Army concerning standards of conduct; serving as the Standards of Conduct Counselor and designated agency ethics official for the Department of the Army.

*h.* Fulfilling the intelligence oversight requirements of Executive Order 12036 and monitoring sensitive Army intelligence and criminal investigative activities for legality and propriety.

*i.* Serving as point of contract between the Department of the Army and the Special Counsel of the Merit Systems Protection Board; overseeing Army compliance with Special Counsel requests for investigation.

*j.* Providing representation on, recorder for, and counsel to, the Army Contract Adjustment Board.

*k.* Serving as a special member of the Army Systems Acquisition Review Council.

*l.* Providing Army legal representation on the Defense Acquisition Regulatory Council.

*m.* Advising Headquarters, Department of the Army, regarding cooperative development or production agreements with other countries of international organizations.

*n.* Advising on the legal aspects of mobilization.

The General Counsel's responsibility extends to any subject of law and to other matters as directed by the Secretary of the Army.

**10. The Administrative Assistant.** The Administrative Assistant, a senior ca-

reer official, is the principal civilian advisor to the Secretary with respect to administrative matters within the Department of the Army. He is responsible for—

*a.* Acting for the Secretary of the Army, in an extensive variety of matters consistent with delegations, precedents, and known attitudes.

*b.* Serving as an assistant to the Secretary in matters pertaining to the administration of the Office of the Secretary of the Army, recommending general administrative policies and procedures for the Department of the Army, reviewing legislation affecting administration, coordinating Secretariat position on functions, responsibilities, and organization of the Department, and serving as the administrative focal point for support of Presidential transition.

*c.* Directing Army participation in the Federal Executive Boards, nationwide.

*d.* Administering the DA Committee Management Program.

*e.* Administering, pursuant to the policy direction of the Secretary and Assistant Secretary of the Army (Manpower and Reserve Affairs), the DA Civilian Personnel Security Program.

*f.* Conducting special analyses and studies on significant Army issues of personal interest to the Secretary, other administrative, management, and organizational studies/surveys as required.

*g.* Representing the Secretary of the Army in a number of Interagency Boards and Committees and at such official functions as the Secretary directs.

*h.* Acting for the Secretary of the Army on matters relating to management processes and administrative services by and for HQDA; supervising control and management of general purpose Army space in the National Capital Region, employment coordination for the Washington, DC commuting area, operations of the Defense Telephone Service—Washington and the Defense Supply Service—Washington, administration of the HQDA Welfare Fund and Recreation Program; and, implementation of policies affecting the Pentagon Motor Pool.

*i.* Acting for the Secretary of the Army in provision of administrative management services to organizations and activities for which the Secretary has been designated Administrative and/or Executive Agent, and to agencies/activities assigned for such support.

*j.* Providing continuity of operations planning for HQDA.

*k.* Administering Freedom of Information and Privacy Act matters for Office, Secretary of the Army and its serviced/supported activities.

*l.* Providing effective administration to all elements of the Office, Secretary of the Army, including comprehensive resource and general management programs, budgeting, organizational review and coordination, ADP service support, administrative coordination of actions, personnel administration, security, and correspondence and records administration.

*m.* Providing staff consultant assistance to key Secretariat officials in the areas of general management, administrative and management practices, techniques, or methodologies.

**11. Chief of Legislative Liaison.** The Chief of Legislative Liaison is directly responsible to the Secretary of the Army and responsive to the Chief of Staff. The Chief of Legislative Liaison is responsible for—

*a.* As the sole directive agency for HQDA congressional affairs, formulating coordinating, and supervising policies and programs concerning the Army's relations with the Congress.

*b.* Liaison between the Army and Committees of Congress, except with the Appropriations Committees (interface with these latter committees is provided by Comptroller of the Army), Civil Works, and printing matters.

c. Providing a central point of contact for the Department of the Army with members of Congress, their staffs, and all relevant committees except Appropriations Committees.

d. Providing advice on the status of Congressional affairs affecting the Army and on legislative aspects of Army policies, plans, and programs.

e. Providing prompt, coordinated, consistent, and factual information on Army policies and operations in response to inquiries received from Members and Committees of Congress.

f. Coordinating, monitoring, and reporting on legislative and investigative actions of interest to the Army, and providing advice to Army witnesses called to appear before legislative or investigative committees.

**12. Chief of Public Affairs.** The Chief of Public Affairs is directly responsible to the Secretary of the Army and is responsive to the Chief of Staff. The Chief of Public Affairs is responsible for—

a. Conducting analyses, developing policies, providing advice, making recommendations, and issuing guidance concerning Army public affairs, plans programs, and budget matters.

b. Advising the Secretary of the Army, the Chief of Staff, and agencies of the DOD on public information and community relations matters relating to public understanding and support of the Army.

c. Advising and assisting the Secretary of Defense, through the Assistant Secretary of Defense (Public Affairs), in the development and accomplishment of DOD public affairs objectives as requested.

d. Developing Department of the Army public affairs plans and programs in support of Army basic plans and programs.

e. Developing systems and standards for the administration and management of approved plans, programs, and budget matters.

f. Coordinating and monitoring the worldwide implementation of public information, community relations, and command information policies and programs of the Department of the Army.

g. Supervising the Army's Public Information Security Review Program in the field.

h. Counseling DA agencies on the public affairs implications related to implementation of The Freedom of Information Act.

i. Serving as a member of the Department of the Army Information Security Committee (DAISC).

j. Serving as the HQDA proponent for Officer Personnel Management System (OPMS) Specialty Public Affairs and as functional chief for the DA Information and Editorial Civilian Career Program.

k. Developing mobilization policies and plans for the Office of the Chief of Public Affairs and its field operating agencies.

l. Reviewing and evaluating programs for carrying out approved public affairs policies and standards.

m. Advising on public affairs impact of Legislative and Executive Branch initiatives.

n. Serving on boards, committees, and other groups pertaining to public affairs and represent the Secretary of the Army on PA matters outside DA.

**13. Director, Small and Disadvantaged Business Utilization.** The Director, Office Small and Disadvantaged Business Utilization is appointed by and reports directly to the Secretary of the Army and is responsible for:

a. Developing policies to implement socio-economic acquisition programs, as



set forth in applicable sections of the Small Business Act, as amended, and other pertinent publications, directives, and Executive Orders.

b. Developing systematic procedures, in coordination with the ASA(RDA) to insure the effective execution of the Small Business Act, as amended, and other pertinent publications, directives, and Executive Orders.

c. Establishing and monitoring agency goals.

d. Supervising personnel performing duties for which the Office of Small and Disadvantaged Business Utilization has responsibility.

e. Training and educating agency staff whose duties and functions relate to sections 8 and 15 of the Small Business Act, as amended.

f. Assuring that a fully qualified small business technical advisor is assigned to each office to which the Small Business Administration has assigned a procurement center representative.

g. Conducting outreach, liaison, source development, and seminars for small and disadvantaged businesses.

h. Publishing required information brochures and documents.

i. Acting as interagency liaison for acquisition program activities relating to small and disadvantaged businesses and other elements included within socio-economic business programs.

j. Cooperating and consulting on a regular basis with the Congress, the Office, Secretary of Defense, the Small Business Administration, and other governmental and industrial organizations with respect to carrying out the socio-economic acquisition programs of the Army.

k. Administering the Army Advance Planning Procurement Information Program.

**14. Delegation.** Authority to perform the functions necessary to carry out the responsibilities described in this General Order may be delegated consistent with the following provisions:

a. The duties and coordinating role of the Under Secretary as principal civilian assistant to the Secretary of the Army are not delegable to any other official. In the absence of the Under Secretary, these responsibilities will be retained by the Secretary or assumed by the Acting Secretary.

b. Except as to those statutory functions which cannot be delegated to an official below an Assistant Secretary, the Principal Deputy Assistant of the Army (Civil Works), Principal Deputy Assistant Secretary of the Army (Installations, Logistics, and Financial Management), Deputy Assistant Secretary of the Army (Research and Development), Deputy Assistant Secretary of the Army (Acquisition), Principal Deputy Assistant Secretary of the Army (Manpower and Reserve Affairs), Principal Deputy General Counsel, Deputy Administrative Assistant, Deputy Chief of Legislative Liaison, Deputy Chief of Public Affairs, and Deputy Director, Office Small and Disadvantaged Business Utilization each shall act for and perform the duties of their respective principal official in the principal's absence or disability and as otherwise directed.

c. In the case of those statutory functions which cannot be delegated to an official below an Assistant Secretary:

(1) If the principal official is temporarily absent or unable to perform the functions, the Principal (or senior) Deputy shall act for that official unless otherwise directed.

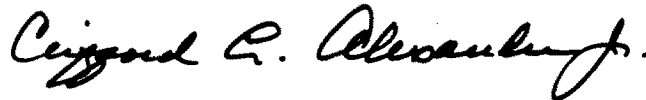
(2) If the principal official's position becomes vacant, the Secretary of the Army may designate the Principal (or senior) Deputy to perform the statutory functions of the position for up to 30 days. In the absence of such designation, and

GO 15

in any event once the position has been vacant for 30 days, the statutory functions of the position shall be performed only by the Secretary or, upon the Secretary's direction, by the Under Secretary or another Assistant Secretary.

**15. Rescissions.** Department of the Army General Orders 17, 5 September 1979 is hereby rescinded.

[SAAA-SS]

A handwritten signature in black ink, reading "Clifford L. Alexander, Jr." in a cursive script.

CLIFFORD L. ALEXANDER, JR.  
Secretary of the Army

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